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ABSTRACT

This is a corporate policy statement of the Hispanic business agenda of Coca Cola USA, and the results of a community survey conducted to inform that agenda. The statement outlines several areas of company policy as they relate to Hispanic Americans. These areas include regional marketing, promotion, and community relations strategies, a Spanish-language media program, management development programs for Hispanic Americans, community economic development linked to Hispanic-owned banks and other businesses, and the Coca Cola Hispanic education fund. The remainder of the pamphlet outlines results of a survey that was carried out to determine Hispanic attitudes and needs, as assessed by Hispanic business owners/managers, community leaders, and politicians, in five metropolitan areas: New York, Chicago, Los Angeles, San Antonio, and Miami. The survey is reported to have found that the Spanish language should be used to reach the Hispanic community; that education, job training, employment, and housing are dominant needs; and that major corporations are not considered responsive to local Hispanic community needs. Hispanic leaders frequently named as significant, and influential Hispanic organizations are also cited in the survey results. (GC)

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Hispanic Business Directory

UD 023447

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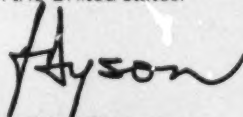
Preface

It is my privilege to present the Coca-Cola National Hispanic Business Agenda, our commitment to strengthen business and civic partnerships with the Hispanic Community in the United States. As a businessman, I know the importance of Hispanic-American consumers. As an Hispanic-American, born in Argentina, I understand the tremendous contribution that this bilingual and bicultural community can make to the nation. My bicultural background has afforded me a window on the world. If we reflect on what visionary Marshall McLuhan once said, "The world is becoming a village," or "El mundo se está tornando aldea," Hispanic Americans, with their ability to understand and interpret both Hispanic and American values, are an indispensable bridge to this world village.

John Naisbitt, a nationally known trends analyst, said that by the year 2000, Americans will have to speak three languages: English, Spanish, and Computer. We, at The Coca-Cola Company, are not waiting until the next century to make Spanish an important part of our corporate culture.

We set out to study Hispanic attitudes and priorities with urgency and determination. We created the Coca-Cola National Hispanic Business Agenda with admiration and affection. The Company is committed to each and every statement in the Agenda. We urge other corporations to join us in meeting the challenge and opportunity inherent in the bilingual and bicultural future of our country.

The Coca-Cola system salutes the richness and diversity of the Hispanic community as represented by the Cuban, Mexican, Puerto Rican, and other Latin Americans who now make their home in the United States.



Brian G. Dyson
President
Coca-Cola USA

A Plan for a Business and Civic Partnership

The Hispanic community of the United States is the nation's largest and fastest growing minority. The 1980 census shows that there are nearly 20 million Hispanic-Americans living in our country. However, current estimates put that number closer to 30 million.

Hispanics are a young, vital and active community. They are a political, civic and consumer force that will have a tremendous impact on the habits, customs, language and values of our country. In fact, the Coca-Cola system is already feeling that impact.

The Coca-Cola Company was built by creative partnerships between the Company and local entrepreneurs all over the world. It is a multi-local, not a multi-national company. It is the belief in the partnership formula that led the Company to create the Coca-Cola National Hispanic Business Agenda.

The Agenda is a plan that addresses a broad range of policies and practices that make up the life of a major Ameri-

can company. Coca-Cola USA looked at its marketing and media programs, management procedures, hiring practices, economic development efforts, corporate contributions, community relations, and assessed these different facets of the Coca-Cola system through Hispanic eyes.

At the same time, 500 Hispanic business persons from all economic levels were asked to articulate their community's most urgent needs and the nature and effectiveness of any assistance expressly targeted to their particular priorities. The Company then sought to use its daily business activities to reach this important consumer segment and, at the same time, be a helpful partner in meeting key Hispanic needs. To create an effective business and civic partnership with the U.S. Hispanic community, Coca-Cola USA has committed more than \$10 million in 1984 toward these programs.

I. Regional Strategy

Coca-Cola USA believes that each Hispanic market should be approached individually. The Cubans in Miami, the Puerto Ricans in New York, the Mexican-Americans in California and Texas, and the Chicago Hispanic market — half Mexican, half Puerto Rican — all have documentable differences and are most effectively reached through knowledge of their individual heritage and customs. The other states and cities with large Hispanic populations conform to at least one of these five groupings. This regional strategy will be used in all advertising, promotions, economic development and community relations for the Coca-Cola system.

II. Media Program

Coca-Cola USA knows that a high level of talent and expertise can be found among Hispanic professionals. The advertising firm of Castor Spanish International (CSI) was retained to produce a program of regional broadcast advertisements that aims to show the Hispanic market how eager the Coca-Cola system is to reach them. Coca-Cola USA also knows that Spanish is the language to communicate with the Hispanic com-

munity. An Hispanic media plan was developed to utilize Spanish language television and radio. Coca-Cola USA will allocate approximately \$5 million to reach the Hispanic community in 1984. This sum includes advertising, promotion, trade programs and creative materials needed by Hispanic businessmen and women to increase their sales and strengthen their businesses.

III. Hispanic Management Program

The Coca-Cola Company enjoys an executive Hispanic presence perhaps unique among major U.S. based corporations. Top-level Hispanic executives include Roberto Goizueta, chairman of the Board and chief executive officer; Brian Dyson, president of Coca-Cola USA; and Sergio Zyman, senior vice president of marketing, Coca-Cola USA.

In order for Coca-Cola USA to achieve increased economic partnership with the Hispanic community, the Company's recruiting and hiring programs for Hispanics at all levels has been strengthened. In addition, a team of Hispanic marketing and sales professionals will be hired to effectively manage and execute the Company's Hispanic Business Agenda.

Ricardo Amundsen Bueno, of Cuban background, is the Director of Hispanic Markets at Coca-Cola USA. Manife Hernandez, from Puerto Rico, is head of the management consulting firm, The Cul-

tural Communications Group (CCG), which helped Coca-Cola USA formulate its Hispanic Business Agenda and will be advising on its execution. Dolores Sanchez, of Mexican background, will supervise public relations aspects of the program as Program Manager for Coca-Cola USA.

IV. Hispanic Economic Development Program

Coca-Cola USA wants to establish partnerships with the Hispanic community at all levels of the economic spectrum. The Coca-Cola USA Minority Participation Program is an important vehicle to help the Company do more business with Hispanic entrepreneurs. The Coca-Cola Company has deposits and lines of credit exceeding \$3 million in Hispanic-owned banks. Direct purchases amount to \$5 million worth of goods and services from Hispanic vendors.

V. The Coca-Cola National Hispanic Education Fund

The Coca-Cola USA Hispanic Study identified education as one of the chief concerns of Hispanic-Americans regardless of geographic, economic or educational backgrounds. Within the broad category of education, there is a strong consensus among all Hispanics that the high dropout rate among Hispanic students from high schools no longer can be tolerated. Coca-Cola USA agrees.

The Coca-Cola Hispanic Education Fund has been established to find ways to keep these students from dropping out of school and motivate them to lead productive and fulfilling lives. As the study showed, educational needs vary within each of the three main Hispanic groups. The Coca-Cola Hispanic Education Fund will concentrate on the dropout problem in New York, Chicago, Los Angeles and San Antonio. In Miami, college and graduate school scholarships represent the greatest educational need.

The Fund will make available a total of \$500,000 in 1984 for educational programs in New York, Chicago, Los Angeles, San Antonio and Miami. Coca-Cola USA has established a partnership with the Congressional Hispanic Caucus, Inc. to jointly administer the Fund and coordinate all related activities. These grants will take effect upon the presentation by each city of a "pilot project" that will accomplish these urgent educational goals.

Coca-Cola USA has allocated some \$300,000 in 1984 for other community projects in partnership with national Hispanic agencies.

The Coca-Cola USA Hispanic Study:

Hispanic Attitudes and Priorities

I. Introduction

The Coca-Cola USA Hispanic Study was designed to find out what the National Hispanic Community perceives its needs to be, who is helping, and what form that help should take. "National" was defined as the five largest Hispanic Markets in the United States: New York, Chicago, Los Angeles, San Antonio and Miami. These markets represent over 50% of all U.S. Hispanic consumers and reflect the attitudes and beliefs of the Mexican-American, Puerto Rican, Cuban and other Latin-American communities, that further sub-segment the Hispanic Market. They are the bellwether sites for tracking Hispanic attitudes and trends in the rest of the country.

Hispanic retailers, small business owners/managers, community and opinion leaders were interviewed as were Hispanic politicians, including mayors, state senators, state representatives, city councilmen and U.S. Congressmen. Hispanic media personnel, religious leaders, bank presidents, union leaders, drug rehabilitation specialists, "bodegueros," restaurant owners and many others whose beliefs range from the far right to the far left were also interviewed. In all, nearly 500 Hispanic persons in the five target markets from all economic levels were included in the study.

This is a "qualitative" project that has attempted to measure attitudes and per-

ceptions, not consumer usage and preference. Emphasis throughout the study has been on depth and nuance. Research guidelines were very specific and unique and were designed to ensure "projectability."

For example:

New York, Chicago, Los Angeles, San Antonio and Miami were chosen as research sites because their Mexican, Puerto Rican and Cuban populations provided the perfect "people mix" that makes them barometers for Hispanic reactions, opinions and consumer habits.

The choice of persons interviewed in each city had to mirror the leadership and societal patterns of the Hispanic community in order for a trend to emerge.

The questionnaire had to have a close "cultural fit" not only with the Hispanic community at large, but with the "sub-segments" in each of the five target areas in order to maintain "projectability."

Flexibility in terms of time, place and language had to be woven into each interview for the opinions to have accuracy and validity.

Certain trends were apparent from the beginning. Of the 500 interviews conducted, only 54 were conducted in English. This fact, coupled with the answers to questions regarding language preference showed that use of the Spanish language is critical for reaching the greatest number of Hispanic-Americans.



Education and job training emerged as the chief concerns of all those interviewed, regardless of geographical, political or economic backgrounds. In education, the high dropout rate of Hispanic students from high schools was perceived as the main problem. When persons interviewed were asked what organization was best able to meet the needs of the Hispanic community, an educational agency, *Aspira*, appeared at the top of the list.

Throughout these interviews, a strong optimism and self-confidence were the two most common psychological indicators. Emphasized were the tremendous numbers of Hispanics in the United States today and what this

would mean in terms of power for Hispanic-Americans. Hispanic-Americans were shown to be full of vitality and ambition. The dialogue runs something like this: To Government... "Don't forget us, we can deliver many votes." To Corporate America... "Take a good look — we're powerful consumers."

Coca-Cola USA took a good look and is not about to forget what it saw. The fact that Hispanics make up 28% of Los Angeles or 20% of New York City is indication enough that no corporation or government body can afford to ignore the challenge and opportunity represented by the nation's Hispanic presence.

II. Language

Spanish is deemed the best language for reaching the Hispanic community. The New York and Miami leaders, particularly, feel this way.

As far as the best language for reaching Hispanic leaders, opinion is divided. Many expressed the idea that leaders must be bilingual to "communicate with the community in Spanish and with the business and political world in English."

Results indicate that corporate representatives should use Spanish when speaking with Hispanic retailers and small business persons. Roughly half claimed no language preference, while 43% preferred Spanish. Only 4% actually reported a preference for English. The exception was San Antonio, where 88% felt the language didn't matter. The fact remains, however, that English is rarely preferred.

In Miami, many of the Hispanic leaders preferred Spanish because they spoke little or no English. In this market it appears that even the leaders must be reached via the Spanish language. In the other markets virtually all the leaders were bilingual.

In San Antonio, the leaders are English-oriented. Several cited the absence of a Spanish daily newspaper as a partial reason for this. Without a Spanish daily paper they are forced to receive and transmit more information in English.

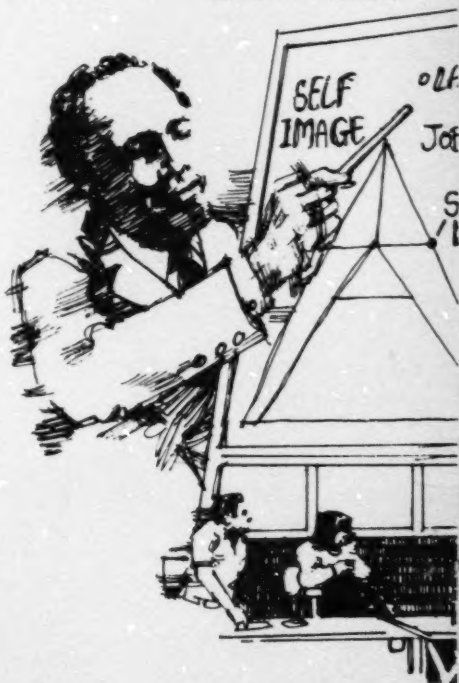
One San Antonio Hispanic leader echoed the opinion of many: Although he felt the Spanish language was key for reaching the Hispanic community, English was preferable for reaching the leaders as it (English) was "the language of power."

BEST LANGUAGE FOR REACHING HISPANIC COMMUNITY BY TOTAL

	Percent
Spanish	52.8%
English	14.4
Both	31.2
No Preference	1.6
TOTAL	100.0%

BEST LANGUAGE FOR REACHING OPINION LEADERS BY TOTAL

	Percent
Spanish	21.6%
English	45.6
Both	27.6
No Preference	5.2
TOTAL	100.0%



**BEST LANGUAGE FOR REACHING
HISPANIC RETAILERS/SMALL BUSINESS
OWNERS/MANAGERS**

	Percent
I prefer that my Supplier/Sales Representative/Corporate Contact speak to me in Spanish	43.2%
I prefer that my Supplier/Sales Representative/Corporate Contact speak to me in English	4.0
It doesn't make a difference one way or the other	52.8
TOTAL	100.0%

The retailers preferred in-store promotional materials to be in Spanish. Approximately one-third felt that these materials must be in Spanish. An added 31% thought that it was "Somewhat Important" that promotion materials be in Spanish. While 26% seemed to find either language acceptable, only 8% felt that English was the preferable language for in-store displays/promotions.

**IMPORTANCE OF LANGUAGE
USED FOR IN-STORE PROMOTION**

	Percent
It must be in Spanish	34.4%
It is somewhat important that it be in Spanish	31.2
It doesn't matter whether it's in Spanish or English	26.4
It is somewhat important that it be in English	3.2
It must be in English	4.8
TOTAL	100.0%

Spanish language advertising is another important element as far as these Hispanic small businessmen are concerned. Eighty-six percent felt that Suppliers' advertising in Spanish was "Extremely Important" or "Somewhat Important."

**IMPORTANCE OF SUPPLIERS
ADVERTISING IN SPANISH**

	Percent
Extremely important	48.0%
Somewhat important	38.4
Neither important nor unimportant	11.2
Somewhat unimportant	—
Not at all important	2.4
TOTAL	100.0%



III. Community Needs

Education, job training, employment and housing: These four concerns completely dominate the responses of these Hispanic Leaders. Especially, the emphasis on educating the young and training Hispanics for skilled occupations is voiced over and over. There is a strong consensus that the high dropout rate of Hispanic students from high schools must be lowered. On many of the questions covered in this survey there was considerable divergence of opinion. When asked about the key community needs, however, few voiced other issues.

There were some regional differences and concerns. Following current local issues, many Miami leaders cited dealing with crime problems as a notable need area; "gangs" were a serious concern to Chicago respondents; and immigration questions preoccupied the thoughts of a number of Los Angeles leaders. To repeat, however, education and job training were almost unanimously regarded as **the** major needs.

Taking "job training" one step further, many specified the need for a high technology orientation. The future is in the computer sciences and advanced electronics; these are the critical training areas echoed by many of the Hispanic leaders.

A number of researchers and pollsters have documented the increased pessimism that is occurring among Americans regarding the future. This is not evident among the Hispanic leaders. The concepts surrounding education and job training are designed with one goal; to improve the lot of the next generation. The one market that does not easily fit the pattern is Miami, where the

improved economic standards may affect the viewpoint. Nonetheless, in the other four markets this "make it better for our children" attitude is widespread.

MOST IMPORTANT NEEDS OF THE LATIN COMMUNITY

	Total
Education	52.4%
Jobs/Employment	52.4
Housing	35.2
Job Training	9.2
Political Representation/ Participation	16.4
Bilingual Services	1.6
Other	54.8





IV. Perceptions of Corporate Resp

Major corporations are not considered very responsive to local Hispanic community needs. Overall, non-profit organizations are perceived as "most responsive," followed by local governments. San Antonio and Miami appear to hold "local government" in relative higher esteem. San Antonio and Miami (the cities) have Hispanic mayors, and these two markets are the "most Hispanic" of the five. (San Antonio ADI is 46% Hispanic, the Miami Metro Area is 42% Hispanic). These two factors help explain the improved perception of local government among the Hispanic leaders.

Regarding responsiveness to Hispanic community needs, the federal government is perceived as poorly as are corporations.

MOST RESPONSIVE ORGANIZATIONS TO LOCAL HISPANIC COMMUNITY NEEDS BY TOTAL

	Percent
Private Non-Profit Organizations	48.8%
Local Government	31.2
Federal Government	13.2
Major Corporations	2.4
None	2.8
Don't know/no opinion	1.6
TOTAL	100.0%

LEAST RESPONSIVE ORGANIZATIONS TO LOCAL HISPANIC COMMUNITY NEEDS BY TOTAL

	Percent
Major Corporations	39.6%
Federal Government	38.8
Local Government	10.4
Private Non-Profit Organizations	6.9
None	.8
Don't know/no opinion	4.4
TOTAL	100.0%

Other than dollar donations, what can a corporation do to benefit this community? All useful solutions were in the area of Education and Job Training. Many suggested technical assistance and/or equipment, facilities or material loans/gifts. In line with the high technology emphasis, several urged computer usage/programming training and/or hardware loans or donations. A few advocated the establishment of workshops or classes for Hispanic small businessmen (as well as individuals), with a company's employees donating time to teach bookkeeping, tax hints, management techniques and the like.

MOST MENTIONED WAYS CORPORATION COULD BENEFIT HISPANIC COMMUNITY — OTHER THAN DONATING MONEY BY TOTAL

	Percent
Education Programs and Job Training Programs	28.4%
Provide (More) Jobs	14.8
Donate/Lend Staff Knowledge, Experience and Talent	13.2
Donate/Lend Equipment, Material, Facilities, Computers (for Job Training)	12.0
Technical Assistance (for Job Training)	10.4
Hire (More) Hispanics	8.0
Support/Provide Educational Programs	6.8
Cultural Programs	3.6
Put (More) Hispanics in Executive Positions	2.0
Do business with Hispanic Companies	3.6

At one point during the interview, these Hispanic Leaders were read a list of ten general actions or programs a company could undertake to benefit the

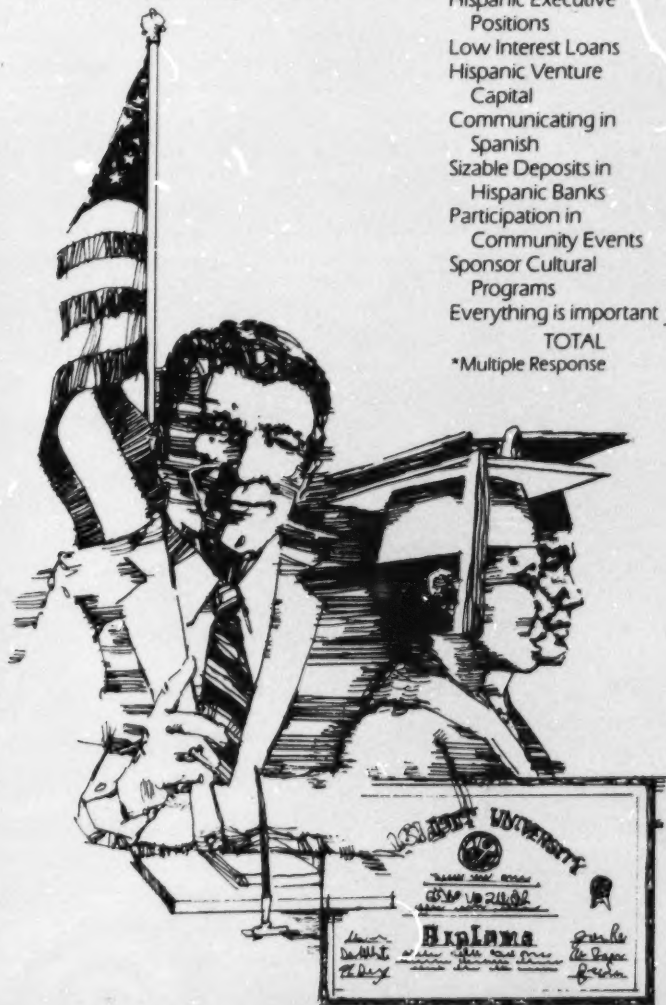
onsiveness and Contributions

Hispanic Community. The respondents were instructed to select the two most and the two least important actions. Hispanic hiring, education and job training were perceived to be "most important" by at least four out of ten respondents, followed by scholarship programs with a 31.2% proportion. This is in line with previously cited results.

MOST/LEAST IMPORTANT METHODS OF AIDING THE HISPANIC COMMUNITY BY TOTAL

	Most Important	Least Important
Increase Hispanic Hiring	42.4%	2.0%
Education/Job Training Programs	40.0	3.2
Scholarship Programs	31.2	4.4
Hispanic Executive Positions	26.0	4.0
Low Interest Loans	24.4	6.4
Hispanic Venture Capital	14.8	13.2
Communicating in Spanish	9.2	26.8
Sizable Deposits in Hispanic Banks	4.8	22.8
Participation in Community Events	2.8	51.2
Sponsor Cultural Programs	2.4	52.8
Everything is important	1.2	7.2
TOTAL	*	*

*Multiple Response



V. Hispanic Leaders

In each market, a long list of names was generated when we asked these respondents who were key local Hispanic leaders. Only in San Antonio did one person appear to be accepted as **the** leader: Mayor Henry Cisneros. He was mentioned as a key leader by 76% of the San Antonio leaders. Also, 35% named Judge Alberto Bustamante.

In Chicago, two community organizations' directors were mentioned most often: Miguel del Valle (Association House) and Reverend Jorge Morales (West Town Coalition Development Center). In Miami, Luis Sabines of CAMACOL and Miami Mayor Maurice Ferre were the two most-mentioned names. In Los Angeles, State Assemblyman Art Torres was most-mentioned and in New York, former Congressman Herman Badillo was most-mentioned. The point here, however, is that there was little concurrence of opinion with the one San Antonio exception. In the other four markets, no one person seems to unite the Hispanic Community to the extent of Mayor Cisneros in his community.

"MOST-MENTIONED" PERCEIVED LEADERS OF LOCAL HISPANIC COMMUNITY CHICAGO

	Percent
Miguel Del Valle (Community Group)	42.5%
Rev. Jorge Morales (Community Group)	36.9
Juan Solis (Government)	24.0
Carmelo Rodriguez (Community Group)	16.0
Maria Cerda (Community Group)	14.0

LOS ANGELES

	Percent
Art Torres (State Representative)	22.0%
Gloria Molina (Assembly Woman)	10.0
Ed Roybal (Congressman)	10.0
German Gallego (Community Group)	8.0
Leandro Soto (Community Group)	8.0

MIAMI

	Percent
Luis Sabines (Businessman)	22.0%
Maurice Ferre (Mayor)	18.0
Raul Masvidal (Banker)	16.0
George Mascanosa (Businessman)	14.0
Leslie Pantin (Businessman)	14.0
Raul Martinez (Mayor)	14.0

NEW YORK

	Percent
Herman Badillo (Ex-Congressman)	18.0%
Roberto Garcia (Congressman)	14.0
Manuel Bustelo (Community Group and Newspaper Editor)	12.0
Rafael Esparra (Asst. to Mayor)	10.0
Ramon Velez (Community Group)	10.0
William Velazquez (Hispanic Affairs Commissioner)	10.0

SAN ANTONIO

	Percent
Henry Cisneros (Mayor)	76.0%
Alberto Bustamante (Judge)	36.0
Maria Barriozabal (Councilwoman)	26.0
Henry B. Gonzales (Congressman)	26.0

There was even less unity of opinion concerning national Hispanic leaders. Most often mentioned as national leader was Cesar Chavez; but he was, in fact,

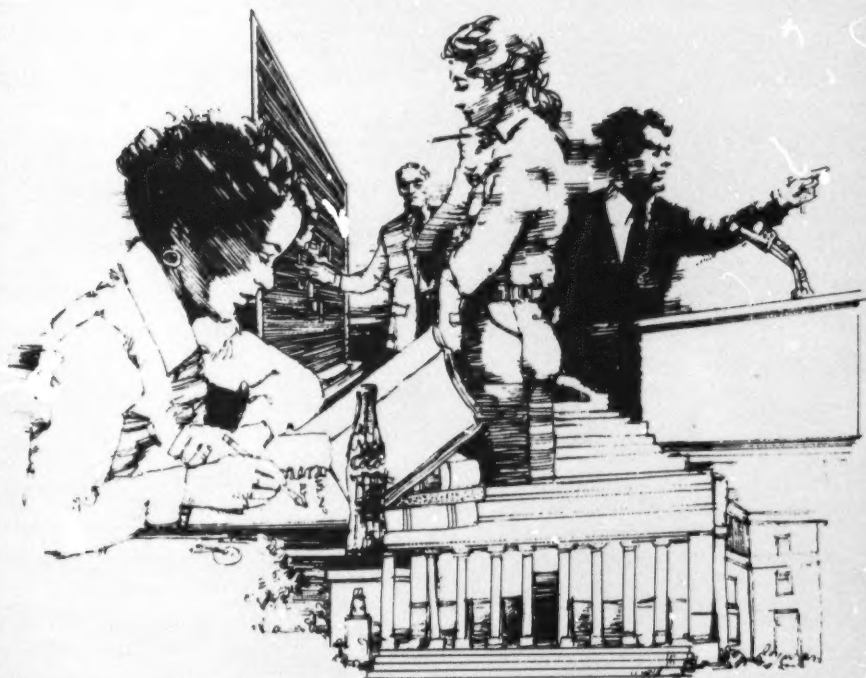
mentioned by only 14% of the leaders we interviewed. Following Chavez, the most-mentioned persons were all politicians, as follows: Herman Badillo, Roberto Garcia (U.S. Congressman from New York), Henry Cisneros, Henry B. Gonzalez (Congressman from Texas) and Maurice Ferre.

Political leaders tended to dominate both Leader questions. Chicago was one exception, where the aforementioned community group directors were most-mentioned as local leaders. To a lesser extent, Miami was also an exception, as a few business leaders received

numerous mentions (i.e., Luis Sabines of CAMACOL).

"MOST MENTIONED"
PERCEIVED NATIONAL LEADERS

	Percent
Cesar Chavez (Community Group)	14.4%
Herman Badillo (Ex-Congressman)	12.0
Roberto Garcia (Congressman)	10.8
Henry Cisneros (Mayor)	9.6
Henry B. Gonzales (Congressman)	8.4
Maurice Ferre (Mayor)	8.0
Eduardo Roybal (Congressman)	6.4
Tony Bonilla (Community Group)	5.6



VI. Hispanic Organizations

Five organizations appeared to be the most influential and most highly regarded by these leaders: Aspira, Association House, C.O.P.S., LULAC, and MALDEF. In terms of most influential organizations, 16% of respondents cited LULAC, 12% cited C.O.P.S., 12% cited Aspira, 10% cited MALDEF and 9% cited Association House. When the Leaders were asked which organizations were best able to meet the needs of the Hispanic community, the rankings changed in an interesting way: Aspira and C.O.P.S. were each mentioned by 12%, Association House by 10%, and MALDEF and LULAC by 8% each. It appeared LULAC might be most influential, but Aspira, C.O.P.S. and Association House were regarded as better-able to help Hispanics. This reflects the pre-occupation with Education among all Hispanic groups interviewed.

As with the "Leaders" questions, responses here were quite diverse. These questions generated an enormous list of political organizations, community organizations, charities, religious groups and others. Interestingly, virtually no labor unions/organizations were mentioned.

"MOST MENTIONED" ORGANIZATION BEST ABLE TO MEET NEEDS OF HISPANIC COMMUNITY

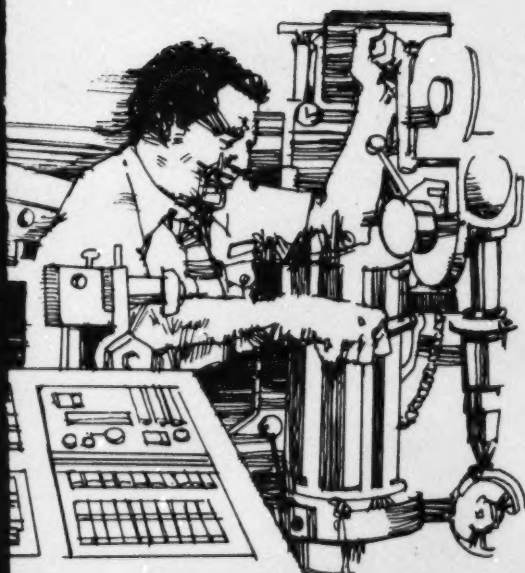
	Percent
Aspira	12.0%
C.O.P.S.	11.6
Association House	9.6
MALDEF	8.4
LULAC	7.6
Latino Institute	6.8
Casa Central	6.0
CAMACOL	4.8
Hispanic Chambers of Commerce (Local)	4.4
National Puerto Rican Forum	4.0



"MOST-MENTIONED"

ORGANIZATIONS PERCEIVED TO BE INFLUENTIAL IN HISPANIC COMMUNITY

	Percent
Specific Organizations	
LULAC (League of United Latin American Citizens), Corpus Christi, Texas	16.4%
C.O.P.S. (Communities Organized for Public Service), San Antonio, Texas	12.4
Aspira, New York, New York	12.0
MALDEF (Mexican-American Legal Defense and Education Fund), San Francisco, California	9.6
Association House, Chicago, Illinois	8.8
Latino Institute, Chicago, Illinois	8.4
CAMACOL (Cámara de Comercio Latina de Los Estados Unidos), Miami, Florida	6.4
Hispanic Chambers of Commerce (Local)	6.4
National Puerto Rican Forum, New York, New York	5.5
Casa Central, Chicago, Illinois	5.2
Little Havana Kiwanis, Miami, Florida	5.2
West Town Coalition Development Ctr., Chicago, Illinois	5.2
M.A.P.A. (Mexican-American Political Association), San Francisco, California	4.4





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Field research was conducted by the Strategy Research Corporation — Peter D. Roslow, senior vice president, 100 NW 37th Avenue, Miami, FL 33125.

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